

## GLOSSARY

### A

**acknowledgment** Recognition of someone's authority; a response in return for something done.

**actions** (1) Behavior or conduct; (2) The state or process of acting or doing something.

**agenda** A list or outline of things to be considered or done.

**alleviate** To partially remove or correct.

**allocate** To designate for a specific purpose or to particular persons or things; to set aside or earmark; to distribute according to a plan.

**approach** To draw closer to.

**arc** Anything shaped like a curve, bow, or arch; a curved line.

**assessing** To determine the rate or amount of (as a tax).

**assessment** The action or an instance of assessing.

**attendee** A person who is present on a given occasion or at a given place.

**attention** (1) A military position in which a person stands erect, with arms at sides, heels together, and eyes straight ahead; (2) Position of readiness to execute other movements; (3) A command to take that position.

**attributes** A quality or characteristic (such as a belief, value, ethic, character trait, knowledge, or skill) that belongs to a person or thing; a distinctive personal feature.

### B

**balance** A counterbalancing weight, force, or influence.

**barrel** The discharging tube of a gun.

**base** The bottom of something considered as its support.

**behavior** The manner of conducting oneself.

**beliefs** A personal truth; mental acceptance or conviction of particular truths of someone or something.

**bias(-es)** A mental leaning; partiality, prejudice, bent.

**biological needs** A mental leaning; partiality, prejudice, bent.

**bolt** The mechanism that contains the firing pin, which inserts the round and extracts the cartridge from the chamber. When closed, the bolt locks the rifle so that all energy from a fired round is directed through the barrel. When open in the forward position, there is free access to the chamber area of the rifle.

**bolt handle** The part of the bolt that is grasped for opening and closing the chamber.

**bribery** The act of giving or offering to, or accepting money, property, or a favor from someone in a position of trust to persuade or influence that person to act dishonestly.

**butt** The thicker, larger end of the rifle.

### C

**cadence** (1) The uniform rhythm in which a movement is executed, or the number of steps or counts per minute at which a movement is

executed; (2) A uniform and rhythmic flow of words.

**cant** To tilt to one side; to slant.

**censure** An opinion or judgment that criticizes or condemns sternly.

**chamber** The rear portion of the barrel of a firearm into which a cartridge or shell is inserted.

**close interval** The lateral space between people, measured from right to left by placing the heel of the left hand on the hip (even with the top of the belt line, fingers and thumb joined and extended downward) with the elbow in line with the body and touching the right arm of the person to the left.

**cocking piece** The bolt-hammer assembly that positions the firearm for firing.

**coercion** The act, process, or power of forcing someone to act or think in a given manner, such as by using force or threats as a form of control.

**coercive power** The act, process, or power of forcing someone to act or think in a given manner, such as by using force or threats as a form of control.

**cohesive** Bonding; capable of being logically connected or related as in principles, relationships, or interests.

**colloquialisms** A local or regional dialect expressions.

**column** A formation in which people or elements are arranged one behind the other.

**command of execution** The part of a drill command that tells when the movement is to be executed (carried out).

**command voice** A properly given command should be understood by everyone in the unit.

**communication** The exchange of any kind of information (thoughts, messages, etc.) from one person or place to another, especially by speaking or writing.

**complement** That which completes or brings to perfection.

**conceptual skills** To do with basic principles.

**conclude** To bring to an end especially in a particular way or with a particular action.

**conjecture** To draw a conclusion based on inconclusive evidence.

**constructive criticism** A comment that is meant to improve or help.

**contingency (-ies)**. An event that may occur but that is not likely or intended; a possible, unforeseen, or accidental occurrence that must be prepared for, as a future emergency.

**convictions** A strong persuasion or belief.

**cooperate** To work together toward a common end or purpose.

**coordinating staff** Principal staff assistants to the commander (e.g., S-1 through S-4).

**counseling** Professional guidance of the individual by utilizing psychological methods especially in collecting case history data, using various techniques of the personal interview, and testing interests and aptitudes.

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#### Bottom of Form

**course of action** A possible plan open to individuals or commanders that will accomplish their mission of successful; it is

normally expressed in terms of “what,” “when,” “where,” “how,” and “why.”

**cultivate** To work together toward a common end or purpose.

**cultural diversity** The presence of multiple and different cultural groups and their behaviors within an organization or institution.

**culture** The concepts, habits, skills, arts, instruments, institutions, etc. of a given people in a given period or civilization.

## D

**decodes** To convert (as a coded message) into intelligible form.

**dedication** (1) Loyalty to a cause, ideal, or system; (2) To commit oneself to a particular course of thought or action.

**defensive** Devoted to resisting or preventing aggression or attack.

**delegating** To entrust to another.

**development** The act, process, or result of developing.

**developmental** Designed to assist growth or bring about improvement (as of a skill).

**dilemma** An argument presenting two or more equally conclusive alternatives against an opponent.

**direction** An explicit instruction.

**discipline** Orderly, obedient, or restrained conduct.

**discrimination** The actions or practices (open or hidden, direct or indirect, intentional or unintentional) carried out by members of

dominant groups, or their representatives, that have a differential and harmful impact on members of subordinate groups.

**diversified** To produce variety.

**doctrine** (1) A principle (or creed of principles) relating to a specific belief, subject, theory, or branch of knowledge; (2) The fundamental policy or standard for a principle or set of principles on a specific subject, theory, or branch of knowledge; (3) Something that is taught.

**double interval** The lateral space between people, measured from right to left by raising both arms shoulder-high with the fingers extended and joined (palms down) so that the fingertips touch the fingertips of the people to the left and right.

**double time** To march in the cadence of 180 steps or counts per minute with a 30-inch step.

**drill** The execution of certain movements by which individuals and/or units are moved in a uniform manner from one formation to another or from one place to another. Movements are executed in unison and with precision.

**dysfunctions** Impaired or abnormal functioning.

## E

**echelon** A group of individuals at a particular level or grade in an organization.

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### Bottom of Form

**ego** The self especially as contrasted with another self or the world.

**empathy** The action of understanding, being aware of, being sensitive to, and vicariously

experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner.

**en route** On or along the way.

**encodes** To convert (as information) from one system of communication into another.

**esteem** The (high) regard in which one is held.

**ethics** Rules, principles, or standards that guide individuals or groups to do the moral or right thing. In accordance with accepted principles of right and wrong.

**ethnicity** Ethnic quality or affiliation.

**evaluation** To determine the significance, worth, or condition of usually by careful appraisal and study.

**executing** To carry out fully : put completely into effect.

**expert power** Influence based on special skills or knowledge

## F

**facilitate** To make easier.

**favoritism** The showing of special favor.

**feedback** The return or a response to information, as in the evaluation of a communication.

**file** A column that has a front of one person (or element).

**flank** The right or left side of any formation as seen by a person (or element) within that formation.

**flexibility** Responsive to change; adaptable; capable of variation or modification.

**followership** Accepting the guidance or leadership of another; the capacity or willingness to follow a leader.

**formations** The arrangement of people or elements of a unit in a prescribed manner.

## G

**Gantt chart** The Gantt chart is the standard format for displaying a schedule graphically. It consists of a horizontal bar chart with time as the horizontal axis and either resources, jobs, or orders as the vertical axis goal setting. The arrangement of people or elements of a unit in a prescribed manner.

**gratification** A source of satisfaction or pleasure.

**guard** The portion of the hilt (handle) of a saber or sword that protects the hand.

**guide** One that leads or directs another's way.

## H

**halt** The end of the movement where you assume the position of attention.

**hand guard** The position of the stock group that covers the barrel.

**human needs** Needs that are essential for a person's existence and for his/her mental and emotional stability.

**humanistic** The revival of classical letters, individualistic and critical spirit, and

emphasis on secular concerns characteristic of the Renaissance.

## I

**impartial** Not partial or biased; an absence of prejudice; treating or affecting all equally.

**implementation** To give practical effect to and ensure of actual fulfillment by concrete measures.

**improving** To enhance in value or quality.

**incentive** A stimulus; something that urges one to action.

**inclusionary** The act of including or taking into consideration the majority, if not all, of the whole of something.

**inflection** The rise and fall in the pitch and the tone changes of the voice.

**influencing** Used in leadership to mean getting people to do what you (as leaders) want them to do; it is the means or method to achieve two ends, operating and improving.

**initiative** A quality of seeing what has to be done and taking the necessary action in the absence of clearly defined orders.

**intangible** Something of value, such as good will, that is without form (not real or concrete).

**interpersonal skills** Being, relating to, or involving relations between persons.

**interval** (1) A space (for example of time, counts, or steps) between actions; (2) The difference in pitch between two tones on a given scale; (3) The lateral space between personnel in a formation, measured from right to left with close, double, or normal spacing.

**intimacy** Marked by extremely strong (close) ties of friendship or acquaintance, often developed through long, private association.

**introspection** An examination of one's own thoughts and feelings.

**intuitions** Instinctive knowledge or perception without conscious reasoning or reference to a rational process; sharp insight.

## K

**keeper** A device that can hold the sling tight or that can be opened to loosen the sling on a weapon.

## L

**leadership** The ability to influence, lead, or guide others so as to accomplish a mission in the manner desired.

**leadership style** The manner in which they carry out those responsibilities and the way they interact with others is their style of leadership.

**legitimate power** The power a person receives as a result of his or her position in the formal hierarchy of an organization.

**liaison officers** One that establishes and maintains liaison.

**line** A formation in which people or elements are side by side (or abreast of each other).

**lower band** The device that secures the hand guard at the stock.

## M

**management** The act, manner, or practice of managing, directing, or controlling the means (resources) to accomplish an end.

**managerial** Of, or relating to, the concepts of management.

**mandatory** Required as if by an authoritative command or instruction; obligatory.

**maneuver** To perform a movement in military tactics (or in drill) normally to secure an advantage.

**mark time** To march in place, often given as a drill command.

**mass formation** A drill formation where the elements of a company-size or larger unit assemble, or are abreast of each other, at close interval and in a column.

**mentee** One who receives advice, especially officially or professionally.

**minority** The smaller in number of two groups constituting a whole.

**motivation** Provide a need or a purpose which causes a person to want to do something.

**multicultural(-ism)** Of, relating to, reflecting, or adapted to diverse cultures.

**muzzle** The front end of a firearm's barrel where the bullet exits.

## N

**negotiation** The action or process of negotiating or being negotiated.

**neutral** Not taking either side in a conflict.

**non-judgmental** (1) A person who does not form an opinion of another based on stereotypes, rumors, etc.; (2) An act whereby someone or something is not subject to

judgment by an evaluation (formal or informal) process.

**normal interval** The lateral space between people, measured from right to left by holding the left arm out at shoulder height, fingers and thumb extended and joined, with the tip of the middle finger touching the right shoulder of the person to the left.

**norms** A principle of right action binding upon members of a group and serving to guide, control, or regulate proper and acceptable behavior; a pattern or trait taken to be typical in the behavior of a social group.

## O

**objectively** Expressing or dealing with actual facts or conditions of someone or something without distortion by personal feelings, prejudices, or interpretations.

**observation** an act of recognizing and noting a fact or occurrence often involving measurement with instruments.

**operating** Used in leadership to mean actions that leaders do to accomplish the short-term mission and to get the job done on time and to standard.

## P

**participating** To take part in or share with others in some activity, enterprise, etc.

**personal staff** Staff personnel who work under the immediate direction and control of the commander.

**philosophy** Discipline comprising as its core logic, aesthetics, ethics, metaphysics, and epistemology.

**pistol belt** A belt designed to carry a holster, pistol, ammunition pouches, and/or other field accessories as prescribed by local commanders for use in field training; it may also be worn for ceremonial occasions (or training purposes) without accessories as deemed appropriate by local policy.

**pivot** The point at which a person turns while marching.

**planning** The ability to formulate an action for the accomplishment or attainment of an explicit purpose.

**port** To carry a weapon diagonally across the body, with the muzzle ( or blade ) near the left shoulder.

**port arms** A preparatory command that alerts personnel to bring the weapon to then position.

**positional bargaining** where parties try to improve their own positions/satisfy their own needs without regard for the interests and needs of others.

**post (2 meanings)** (1) The place at which a soldier is stationed; *especially* : a sentry's beat or station; (2) To put up (as bond).

**precision** Being precise, accurate, or exact.

**prejudice(-ial)** (1) A feeling, favorable or unfavorable, toward a person, thing, or group that may or may not be based on actual experiences; (2) A preconceived judgment or opinion oftentimes adverse and formed without just grounds or knowledge; (3) An irrational attitude of hostility directed against an individual, group, or race.

**prejudices** An adverse opinion or leaning formed without just grounds or before sufficient knowledge.

**preparation** The action or process of making something ready for use or service or of getting ready for some occasion, test, or duty.

**preparatory command** The part of a drill command that states the movement to be carried out and mentally prepares personnel for its execution.

**procedure** A series of steps followed in a regular definite order.

**procrastinate** To put off intentionally the doing of something that should be done.

**professionalism** (1) The ability to do and to take pride in doing a job well; (2) The conduct, aims, or qualities that characterize a profession or professional person.

**progression** A series (of things or events) that reveals a definite pattern of advance, such as from one point to a higher point.

**project management** The process of planning, organizing, staffing, directing and controlling the production of a system.

**purpose** Something set up as an object or end to be attained.

## Q

**quick time** To march in the cadence of 120 steps or counts per minute with a 30-inch step.

## R

**rank** (1) The designation of an official position (such as Sergeant, or Captain); (2) A line formation that is one element in depth.

**recrimination** A retaliatory accusation.

**referent power** Influence based on possession by an individual or desirable resources of personal traits.

**relinquishing** To give over possession or control.

**resources** (1) Something (materials, time, people, money, etc.) that can be turned to or an available supply that can be drawn from to help support or deal with a situation; (2) Source of strength, ability, or support.

**respective** Particular (of or associated with a person, group, thing, or category).

**responsibilities** The condition of being legally or ethically accountable for the care or welfare of others; a duty or obligation involving personal accountability to act without guidance or superior authority; being the source or cause of things; answerable for one's own behavior; being reliable.

**rest** A position where you remain standing with your right foot in place; in certain situations, you may move or talk in this position unless otherwise directed.

**reward power** Ability to deliver something of value to others.

**rhythmic** A regular or orderly repetition of sounds or movements; steady; recurring with measured regularity.

## S

**saber** A regular or orderly repetition of sounds or movements; steady; recurring with measured regularity.

**scabbard** A sheath for a saber or sword, or other similar arm.

**self-awareness** An awareness of one's own personality or individuality.

**self-discipline** Training, regulating, or controlling oneself (or one's conduct, personality, performance, etc.) for the sake of personal improvement.

**self-evaluation** To, with, for, or toward oneself. or itself.

**selfless** Having no concern for self; unselfish.

**selfless service** A willingness to put the welfare of others first. To sacrifice, if need be, even to the point of giving up one's own life, in service to the Nation.

**self-motivation** Energetic and ambitious, and so able to make plans and get things done without being directed by others.

**self-regulation** Regulating its own affairs rather than being regulated by an outside organization or by law.

**self-reliance** The ability to make your own decisions confidently and independently

**sight** A device that aids the eye in aiming or in finding the direction of an object

**sling** A large triangular bandage hung around the neck to support an arm or hand.

**sling swivel** The device where the sling is attached to the weapon.

**snap** An immediate, sharp, precise response to a drill command.

**socioeconomic** Involving a combination of social and economic factors.

**span of control** The number of immediate subordinates one commander or leader can



effectively control, supervise, or direct; maximum and minimum limits vary with the conditions under which the unit is designed to operate and the complexity of functions performed.

**special staff** Staff officers who assist the commander in professional, technical, and other functional areas of interest in the command.

**stacking swivel** A metallic link-type device, located at the end of the hand guard, used to secure weapons during stack-arms procedures.

**staff study** A detailed report that describes an action or event and how it can be accomplished.

**status** A position or rank in relation to others, especially in a social standing; a relative standing in a hierarchy of prestige, especially one of high prestige.

**steps** The prescribed distance measured from one heel to the other heel of a marching person.

**stereotype** (1) An oversimplified opinion, belief, or viewpoint; (2) A person, group, event, or issue considered to typify or conform to an unvarying pattern or manner; lacking any individuality; (3) A standardized mental picture that is held in common by members of a group and that represents an oversimplified opinion, affective attitude, or uncritical judgment.

**stock** A supporting framework or structure.

**supplementary command** An oral order given by a subordinate leader that reinforces and complements a higher order to ensure proper understanding and execution of a movement.

**support** To uphold or defend as valid or right.

## T

**tangible** Capable of being perceived especially by the sense of touch.

**teamwork** The cooperative effort or action on the part of a number of people working together, especially to achieve a common goal.

**technical skills** A learned power of doing technical tasks competently.

**tenets** A principle, belief, or doctrine generally held to be true.

**tone** (1) A sound of distinct pitch, loudness, vibration, quality, and/or duration; the particular or relative pitch of a word or phrase; (2) A degree of tension or firmness, as of muscle.

**trail arms** A position (and drill command to assume that position) where a weapon is carried about three inches off the ground and inclined forward at an angle of 30 degrees.

**transference** an act, process, or instance of transferring.

**transmitted** To send or convey from one person or place to another.

**trigger guard** The protective piece over the trigger.

**tunnel vision** Extreme narrowness of viewpoint.

## U

**unethical** Not doing the moral or right thing (Normally a result of pressures or temptations from self-interest, peers, subordinates, or

seniors — to violate established rules or standards of conduct).

**unison** In complete or perfect agreement; at the same time.

**unity of command** The principle that in every effective military unit there must be only one commander who has the necessary authority of command and is responsible for all that the unit does or fails to do.

**upper band** The device that secures the hand guard at the muzzle.

## V

**Values** A principle, standard, or quality considered worthwhile or desirable in a person or group; an ideal.

**visualize** To make visible.